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12 MAY 1975

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : FY 1975 Annual Personnel Plan

REFERENCE : Your memorandum to multiple adses., dtd 10 Apr 75; Same Subject

1. In response to your request for comments concerning the posture and accomplishments of the E Career Service during FY 75, the following thoughts may be of interest:

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a. As you know the relatively large number of [redacted] serving in the DCI Area professional jobs makes it somewhat difficult to administer the E Service with some of the more structured "Directorate" career service approaches. Conversely, there are three elements whose specialized skills requirements are such that assignments to those offices results largely in long-term (lifetime) careers within those offices--lawyers in OGC and OLC and auditors in the Audit Staff. Since the E Career Service professional jobs consist in large part of either specialized positions where rotation "out" opportunities are remote or are filled by personnel rotating "in and out" from other career services and agencies, the practicality of stimulating a high rate of rotational assignments among E careerists is questionable. I believe that the E Career Service goal over the long term should be to shrink in size in order to afford careerists from the Directorates and other intelligence agencies with more opportunities for broadening their experiences and outlook through assignments within the DCI Area. The ICS, the NIO, and the Comptroller rely today upon meeting much of their staffing needs with non-E careerists on two-to-three-year tours of duty. This is healthy and the Senior Board is discouraging transfers into the E Service.

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b. For similar reasons a large investment in time and money to provide E careerists with extensive training seems unnecessary. Those on rotational assignments to "E" jobs are, in a sense, involved in "on-the-job-training" and should expect to perform their tours in a productive working capacity. The responsibility for their developmental training remains with their parent service. However, the DCI Offices do sponsor many of these to short courses, seminars and professional meetings of one kind or another and that practice should and will continue. The Audit Staff and legal offices do send many of their people to appropriate professional courses for the purposes of upgrading their knowledge of their specialties as well as executive development. (The workload, as you know, in OGC and OLC has reduced the ability of these offices to maintain much of an investment in training in recent months.)

c. With respect to your comments on time in grade for promotion, I suggest that the statistics here may be misleading or at least incomplete. The numbers reflect the average time in grade of those promoted--not the average time in grade of the total Agency or even career service populations in a given grade. For example, if one of a total 100 GS-16's is promoted and he had been in grade one year, the data presented here would reflect an average time in grade of one year at the GS-16 level. This gives the erroneous impression of a highly upward mobile GS-16 population. However, 99 GS-16's may have been in grade over ten years and in fact the GS-16 population is really quite petrified.

2. In summary, I feel the E Career Service has done a reasonably effective job in managing the personnel assigned to it. The trend is toward more competition for promotions and perhaps more important--in selection for assignments. I still feel however the long-term goal should be for a smaller and smaller "E" Service since the nature of the majority of jobs in the DCI Area supports rotation in and out and that's beneficial for both the Agency as a whole and the DCI Area in particular. We don't have many opportunities for "career development" assignments for people within the E Service. Excluding the lawyers of OGC and OLC and the auditors of the Audit Staff, the E Career Service [redacted] professional positions of which [redacted] are filled by non-E careerists. This situation obviously limits assignment opportunities for E careerists but expands to the equivalent extent possibilities for Directorate personnel to serve in the DCI Area--and this is as it should be.

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The Offices of the DCI Area need the flexibility to select candidates from throughout the Agency in order to assure to the highest degree possible, the best qualified individuals to perform specific duties at the Agency staff level. Their successes and failures may affect the whole Agency. Conversely, it should be beneficial for Directorates to have a number of professionals who over the years have performed tours of duty in the DCI Area.

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Donald F. Chamberlain
Chairman, E Career Service Board

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